

University Of Jordan

# Introduction To Management

Thirteen Edition

## Chapter 14: Fundamentals of leadership

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2018/2019

Fixels

Good Luck 

\* Leadership : <sup>القيادة</sup> process of inspiring others to work hard to accomplish important tasks <sup>العمل</sup>

\* Power : <sup>القدرة</sup> the ability to get someone else to do something you want done or to make things happen way you want. <sup>أو لعل من غير رغبت</sup>

\* Types of Power <sup>أنواع القوة</sup> :  
 position power. <sup>موقعية</sup>  
 personal power. <sup>شخصية</sup>

\* Power of the position :

(1) Reward power : <sup>القدرة</sup> capacity to offer something of value as a means of influencing other people. <sup>مكافأة</sup>

monetary <sup>مالية</sup> => pay raises, bonuses.

nonmonetary <sup>غير مالية</sup> => promotions, special assignment.

(2) Coercive power : capacity to punish or withhold positive, outcomes as a means of influencing other people. <sup>عقوبة</sup>

threatening with verbal reprimands. <sup>تهديد بالإنذار اللفظي</sup>

Pay Penalties, even termination. <sup>دفع عقوبات</sup>

(3) Legitimate power : capacity to influence other people by virtue of formal authority or the rights of office. <sup>سلطة رسمية</sup>

\* Based on things managers can offer to others :

- Rewards : "If you do what I ask, I'll give you a reward." <sup>مكافأة</sup>

- Coercion : "If you don't do what I ask, I'll punish you." <sup>عقاب</sup>

- Legitimacy : "Because I am the boss, you must do I ask." <sup>سلطة</sup>

\* Power of the Person :

1- Expert power : capacity to influence other people because of (Specialized Knowledge). <sup>معرفة متخصصة</sup>

2- Referent power : capacity to influence other people because of their desire to identify personality with you.

\* human capital : ability to get thing done based on what we know and can do.

\* Social Capital : ability to get thing done because of who you know.



\* Information and networking power & ability to influence other through access to information and contacts with other people.

\* Vision: clear sense of the future.

\* Visionary leadership: brings to the situation a clear sense of the future and understanding of how to get there.

\* Servant leadership: (follower) centered and committed to helping others in their work.

\* Servant leader is "other-centered" and not "self-centered".

\* Empowerment: enables others to gain and use decision making power.

Leadership traits.  
Leadership Behaviors.  
Leadership classic styles.

\* Leadership Traits:

\* Question: What personal traits and characteristics are associated with leadership success?

• Drive - high energy, display initiative, tenacious.

• Self confidence - trust, themselves confidence abilities.

• Creativity - creative, original in thinking.

• Cognitive ability - intelligence, interpret information.

• Job relevant knowledge - industry, technical foundation.

• Motivation - influencing, achieve shared goals.

• Flexibility - adapt to fit the needs of followers.

• Honesty and integrity - trust worthy are honest, Predictable, dependable.

\* Followership: act of joining with a leader to accomplish tasks and goals.



## \* Leadership Behaviors: [السلوك]

\* Questions: How is leadership success affected by the ways leaders behave when engaging with followers?

\* Focused attention on: - [Concern for the task to be accomplished, Concern for the people doing the work.]

\* The Ohio state studies used

→ ① initiating structure

→ ② Consideration

respective dimensions

\* University of Michigan studies

Called them

→ ① Production

Centered

→ ② employee

Centered

\* The characteristics of each dimension of leadership behaviors of Ohio university:

① high concern for task - plans and defines the work to be done, assigns task responsibilities, sets clear work standards, urges task completion, monitors performance results.

② high concern for people - acts with warmth, supportiveness toward followers, maintains good social relations with them, respects their feelings, shows trust in them.

\* Figure page

"290"

1 - low concern for production + low concern for people =

⇒ impoverished "Laissez Fair leader" (مدير فاسد)

2 - low concern for production + high concern for people =

⇒ Country (club) manager "Human relations leader" (مدير علاقات)

3 - high concern for production + low concern for people =

⇒ Authority obedience manager "Autocratic leader" (مدير سلطة)

4 - high concern for production + high concern for people =

⇒ Team manager "Democratic leader" (مدير فريق)

5 - Best ⇒ Middle of road manager (Focuses on balancing work output and morale).

Production

People

Five Apple



## أسلوب القيادة

\* Leadership style : recurring pattern of behaviors

السلوكيات المتكررة التي يمارسها القائد

\* Autocratic : leader <sup>مسيطر</sup> acts in a command and control fashion (Focuses on efficiency of tasks and operations).

مسيطر  
السلطة  
مراقبة

\* Human relations : leader emphasizes people over tasks.

(Focuses on people needs building relationships).

\* Laissez Fair : leader has a "do the best you can

and don't bother me" attitude (Focuses on minimum effort to get work done).

لا تتدخل  
فقط  
العملية

\* Democratic : leader emphasizes both tasks and people.

(Focuses on building participation and support

for a shared purpose)

\* Charismatic leader : inspires followers in extraordinary

ways.

\* Personal qualities include : honesty / credibility / competence

\* Transformational leadership : inspirational and

arouses extraordinary effort and performance.

\* Features of transformational leaders followers :-

1- enthusiastic about the leader

2- loyal and devoted to his other ideas.

3- willing to work exceptionally hard to achieve

the leader vision.

\* requirements of transformational leaders :-

1- (real emotion) to the leader follower relationships.

2- requires both having a compelling vision

3- excel in part because of the strong sense of

high aspiration,

confidence and contagious enthusiasm they

bring to a situation.



\* Emotional intelligence is a ability to manager our emotions is social relationships.

الذكاء العاطفي

\* Consider the Five emotional intelligence

a- self awareness  $\Rightarrow$  understand our own moods and emotions and their impact on our work and others.

b- self management  $\Rightarrow$  self regulation, think before act and control

c- motivation and persistence  $\Rightarrow$  work hard for reasons other than money and status.

d- Social awareness  $\Rightarrow$  empathy, understanding the emotions of others and to use understanding to better.

e- relationship management  $\Rightarrow$  establish rapport with other and build social capital through relationships.

\* Gender similarities hypothesis holds that males and females have similar psychological properties.

• Men may be expected to act as "take-charge" leaders who are task-oriented, directive, and assertive while trying to get thing done is (traditional command, control).

\* Women may be expected to act as "take-care" leaders supportive and nurturing ways.

1) that Female leaders are viewed as more participative than male leader. Participative  $\rightarrow$  Females  $>$  males

2) rated by peers subordinates and supervisors

as strong on motivating.

Emotional Intelligence  $\rightarrow$  persuading  $\rightarrow$  fostering

Communication  $\rightarrow$  listening to others  $\rightarrow$  mentoring.

Supporting high quality work.

\* Interactive leaders: strong communicators and are democratic and participative with followers.



القيادة الأخلاقية

معايير أخلاقية

\* Moral leadership : (good) and (right) by ethical standards.

\* Features of moral leadership :

[1] integrity leadership : acting with honest, credibility and consistency in putting values into action.

[2] moral over confidence : (overly positive view) of one's strength of character.

[3] Authentic leadership : activates (positive psychological) states to achieve self awareness and positive self regulation.

\* Drucker's straight on Leadership :

- Define and communicate a clear vision.

- Accept leadership as a responsibility not rank.

- Surround yourself with talented people.

- Don't blame others when things go wrong.

- Keep your integrity, earn the trust of others.

- Don't be clever, be consistent.

تذكر أن!

القيادة الأخلاقية

كفالة قرطوس، التوبة

و رضا من الله و رضا من الناس

و رضا من الله و رضا من الناس

آمين بحمد الله

آخر سائر

Finally ~ ♥

Lupin jubran ♥

♥ Good luck ♥



- Fiedler's contingency model matches leadership styles with situational differences in task structure, position power, and leader-member relations.
- The Hersey-Blanchard situational model recommends using task-oriented and people-oriented behaviors, depending on the "maturity" levels of followers.
- House's path-goal theory points out that leaders add value to situations by using supportive, directive, achievement-oriented, or participative styles.
- The Vroom-Jago leader-participation model advises leaders to choose decision-making methods—individual, consultative, group—that best fit the problems to be solved.

**FOR DISCUSSION** What are the career development implications of Fiedler's contingency model of leadership?

#### TAKEAWAY QUESTION 4

What are the challenges of personal leadership development?

- Transformational leaders use charisma and emotion to inspire others toward extraordinary efforts and performance excellence.
- Emotional intelligence—the ability to manage our relationships and ourselves effectively—is an important leadership capability.
- The interactive leadership style emphasizes communication, involvement, and interpersonal respect.
- Managers are expected to be moral leaders who communicate high ethical standards and show personal integrity in all dealings with other people.

**FOR DISCUSSION** Is transformational leadership always moral leadership?

### SELF-TEST 14

#### Multiple-Choice Questions

- Someone with a clear sense of the future and the actions needed to get there is considered a \_\_\_\_\_ leader.
  - task-oriented
  - transactional
  - people-oriented
  - ☒ visionary
- Leader power = \_\_\_\_\_ power + \_\_\_\_\_ power.
  - reward, punishment
  - reward, expert
  - legitimate, position
  - ☒ position, personal
- A manager who says "Because I am the boss, you must do what I ask" is relying on \_\_\_\_\_ power.
  - reward
  - ☒ legitimate
  - expert
  - referent
- When a leader assumes that others will do as she asks because they want to positively identify with her, she is relying on \_\_\_\_\_ power to influence their behavior.
  - expert
  - ☒ referent
  - legitimate
  - reward
- The personal traits now considered important for managerial success include \_\_\_\_\_.
  - ☒ self-confidence
  - gender
  - age
  - height
- In the leader-behavior approaches to leadership, someone who does a very good job of planning work, setting standards, and monitoring results would be considered a/an \_\_\_\_\_ leader.
  - ☒ task-oriented
  - control-oriented
  - achievement-oriented
  - employee-centered
- When leader behavior researchers concluded that "high-high" was the pathway to leadership success, what were they referring to?
  - High initiating structure and high integrity.
  - High concern for task and high concern for people.
  - ☒ High emotional intelligence and high charisma.
  - High job stress and high task goals.
- A leader whose actions indicate an attitude of "do as you want, and don't bother me" would be described as having a(n) \_\_\_\_\_ leadership style.
  - autocratic
  - country club
  - democratic
  - ☒ laissez-faire
- In Fiedler's contingency model, both highly favorable and highly unfavorable leadership situations are best dealt with by a \_\_\_\_\_ leader.
  - ☒ task-motivated
  - laissez-faire
  - participative
  - relationship-motivated

# Chapter 14



## ESSENTIALS OF LEADERSHIP

10. \_\_\_\_\_ leadership model suggests that leadership style is strongly anchored in personality and therefore hard to change.  
 (a) Trait  
 (b) Fiedler's  
 (c) Transformational  
 (d) Path-goal
11. House's \_\_\_\_\_ theory of leadership says that successful leaders find ways to add value to leadership situations.  
 (a) trait  
 (b) path-goal  
 (c) transformational  
 (d) life-cycle
12. A leader who \_\_\_\_\_ would be described as achievement-oriented in the path-goal theory.  
 (a) sets challenging goals for others  
 (b) works hard to achieve high performance  
 (c) gives directions and monitors results  
 (d) builds commitment through participation
13. The critical contingency variable in the Hersey-Blanchard situational model of leadership is \_\_\_\_\_.  
 (a) followers' maturity (c) task structure  
 (b) LPC (d) LMX
14. Vision, charisma, integrity, and symbolism are all on the list of attributes typically associated with \_\_\_\_\_ leaders.  
 (a) contingency  
 (b) informal  
 (c) transformational  
 (d) transactional
15. The interactive leadership style, sometimes associated with women, is characterized by \_\_\_\_\_.  
 (a) inclusion and information sharing  
 (b) use of rewards and punishments  
 (c) command and control  
 (d) emphasis on position power

### Short-Response Questions

16. Why does a person need both position power and personal power to achieve long-term managerial effectiveness?
17. What is the major insight of the Vroom-Jago leader-participation model?
18. What are the three variables that Fiedler's contingency model uses to diagnose the favorability of leadership situations, and what does each mean?
19. How does Peter Drucker's view of "good old-fashioned leadership" differ from the popular concept of transformational leadership?

### Essay Question

20. When Marcel Henry took over as leader of a new product development team, he was both excited and apprehensive. "I wonder," he said to himself on the first day in his new assignment, "if I can meet the challenges of leadership." Later that day, Marcel shared this concern with you during a coffee break. Based on the insights offered in this chapter, how would you describe the implications of current thinking on transformational leadership and moral leadership for his personal leadership development?

# Chapter 14